

PROJECT ADMINISTRATION DATA SHEET

☒ ORIGINAL ☐ REVISION NO. _____
Project No. D-48-687 R5935-OA0 GTRC/GIT ^{XXX} DATE 5 / 2 / 85
Project Director: A J. Catanese School/Lab ^{XXXX} Architecture
Sponsor: Central Atlanta Progress Inc.

Type Agreement: Research Project Agreement D-48-687Award Period: From 4/22/85 To 5/21/85 (Performance) 5/21/85 (Reports)Sponsor Amount: This Change Total to Date

Estimated: \$ _____ \$ _____

Funded: \$ 7,335 \$ 7,335Cost Sharing Amount: \$ N/A Cost Sharing No: N/ATitle: Central Area Study: Research DesignADMINISTRATIVE DATAOCA Contact Ralph Grede x4820

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(or) Company/Industrial Proprietary: N/ARESTRICTIONSSee Attached N/A Supplemental Information Sheet for Additional Requirements.

Travel: Foreign travel must have prior approval - Contact OCA in each case. Domestic travel requires sponsor approval where total will exceed greater of \$500 or 125% of approved proposal budget category.

Equipment: Title vests with GIT - However no equipment is proposed.COMMENTS:Final Report is required.COPIES TO:SPONSOR'S I. D. NO. 02.252.000.85.001Project Director
Research Administrative Network
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AccountingProcurement/EES Supply Services
Research Security Services
Reports Coordinator (OCA)
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Library
Project File
Other A. Jones

SPONSORED PROJECT TERMINATION/CLOSEOUT SHEET

Date 8/28/85

Project No. D-48-687

School/Dept XXX ARCH

Includes Subproject No.(s) None Indicated

Project Director(s) A. J. Catanese

GTRC / XXX

Sponsor Central Atlanta Progress, Inc.

Title Central Area Study: Research Design

Effective Completion Date: 5/30/85 (Performance) 8/22/85 (Reports)

Grant/Contract Closeout Actions Remaining:

- ☐ None
- ☒ Final Invoice or Final Fiscal Report
- ☐ Closing Documents
- ☐ Final Report of Inventions
- ☐ Govt. Property Inventory & Related Certificate
- ☐ Classified Material Certificate
- ☐ Other _____

Continues Project No. None Indicated

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**CENTRAL AREA STUDY:
STUDY DESIGN**

August 15, 1985

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STUDY DESIGN**

Center for Planning and Development
Georgia Institute of Technology

August 15, 1985

Dr. A.J. Catanese, Director
Dr. David Arbeit
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STUDY BACKGROUND

On 2 November, 1984, Central Atlanta Progress, Inc. (CAP) called a meeting to discuss the need for a new Central Area Study (CAS). This CAS would be a new effort using the Strategic Planning approach to improve upon the 1971 CAS. A Central Area Study Organizational Task Force (CASOTF) was created with 13 members representing CAP, the City of Atlanta, Fulton County, Atlanta Regional Commission, Georgia State University's College of Public and Urban Affairs, and the Georgia Institute of Technology's Center for Planning and Development. CAP distributed a memorandum entitled "The Strategic Plan Approach." It served as the basis for a discussion of the organization and process for the CAS.

A Technical Group (TG) was formed from the CASOTF to detail the process further. It met on 6 December 1984 to discuss in detail the scope of work and effort required. CAP summarized this discussion and distributed the results in a memorandum entitled "Scope Synopsis" on 13 December 1984. The TG met on 20 December 1984 to refine the "Scope Synopsis" and revise the process further. On 27 December 1984, CAP distributed a memorandum entitled "Proposed Process for the CAS" that was based upon the 20 December 1984 meeting. The minutes of the above meetings are included in Appendix I.

The Center for Planning and Development (CPD), at the request of CAP, proposed to prepare a Study Design for the CAS on 22 February 1985. CAP formally approved the Study Design contract on 24 April 1985.

SCOPE OF SERVICES

This report is a Study Design for the CAS. Based upon the agreement between CAP and the CPD, the following items are included:

- * A description of the process for the CAS that provides an overview of strategic planning and goals/consensus-building studies.
- * A study design that can provide a basis for implementation of the CAS.
- * A description of tasks or work items that provides an interrelationship of the parts to the whole; sequencing and priorities; and overall schedules, budget, and study products.
- * A critical path analysis that allows for sequencing, precedences, and segmenting of the tasks.

PURPOSE

The purpose of the CAS is to attempt to create a shared vision for the development of the central area of Atlanta that will carry it into the 21st Century. That shared vision will include the central area as the strong economic, social, political, and cultural focus of activities for the entire Atlanta Region. The central area will play a major role as the focus of the Atlanta Region in the national system of regions and cities. The CAS will attempt to provide goals for both the public and private sectors as they work together in a partnership for central area growth and development.

The term shared vision is used to indicate that this plan for the central area is one that is based upon the aspirations of citizens, business, and government. It is an attempt to resolve conflicts before they occur in order to achieve a commonly-held agenda for the future of the central area. The CAS is an opportunity to create a public forum to discuss ideas and concepts for the future of the central area. It is also a major educational undertaking to help people of the region understand the necessity of a vibrant core area and why this area requires the support of the region's people. It is the purpose of the CAS to provide a plan for development over the next 15 or more years, not at the exclusion of regional sub-centers, but to meet the need for a central place for regional activities.

The CAS is directed mainly to the physical development of the central area. This is not to ignore human services, nor is it to restrict economic development. The assumption is made that all human services and economic matters have some tangible expressions of needs and wants that take on a physical form. By focusing upon these physical developments, the CAS can create a basis for social and economic development within a manageable framework. The concern with physical development provides a context for strategic planning and goal formulation. It does not inhibit discussion and inquiry, but, rather, provides tangible products for each discussion.

Much of the purpose for the CAS is derived from the 1971 CAS. The 1971 CAS set the direction for Atlanta's central area and its environs that was carried forward through the 70's and into the 80's. The 1971 CAS provided the plans that resulted in major road and intersection improvements; open spaces, such as Central City Park, split-of-the-Peachtrees park, and others; major housing proposals, including the Bedford-Pine urban redevelopment and the Intown Mortgage Consortium; revitalization of Intown neighborhoods; and various economic development activities.

The 1971 CAS was successful due to the high rate of implementation of recommended projects. An evaluation by CAP in 1983 revealed that more than 100 projects were recommended and 75 percent have been completed or are under construction. The remaining projects are infeasible or no longer warranted. This is a significant record of achievement for plan implementation.

Much has changed in Atlanta since the 1971 CAS. The Atlanta Region now has over 2 million people; there is a new political balance-of-power; economic growth, especially seen in new job creation, is excellent; the sprawl of development, both residential and commercial, continues into the suburban and exurban hinterland; traffic congestion continues even though the MARTA

rail and bus system is quite successful; and the central area is being pulled northward by strong development attractions. These and other major forces require that a new CAS, in which public and private participation is extended, be undertaken.

There are several major issues that should be dealt with by the new CAS. These include, but are not limited to, the following.

- * What must be done to improve the existing base of economic activities and attract new economic development to the central area? Are there areas of economic activity that are weak and should not be encouraged? Are there new possibilities for economic growth that must be sought out? What must the central area do to compete and win against other cities for new jobs? What is to be the split between central area and suburban jobs? What is the new economic role of the central area?
- * Housing in the central area is needed, yet what further policies and programs are required? Is there a demand for central area housing that is not being addressed? What impediments are there for new construction in the central area? Are the financial returns for non-residential development so high that incentives are needed for housing?
- * What infrastructure needs to be built or rebuilt in order to facilitate growth and development in the central area? What transportation demands require new facilities and which demands can be accommodated by traffic management systems? What utilities require improvement? Are there limits to growth elsewhere in the region that can be dealt with in a central location? What role should be played by the private sector for paying infrastructure costs?
- * What should be the cultural role of the central area? How can the facilities for the arts be improved and preserved in the central area, especially where they are threatened by commercial and office development? What are the active and passive recreational needs for residents and visitors in the central area? Is there a need for urban-type open space in the central area above the existing supply? Should new developments provide plazas and other forms of open space?
- * What must be done in order to preserve the central area's function as the commercial and retail center of the region? Will regional office jobs and shopping centers erode the historic function of the central city? Are there limits to further growth in the regional sub-centers? Can the central area accommodate additional commercial and retail growth?

- * Since the convention and tourism business is such a major part of the central area's growth and development, what programs, policies, and actions are necessary to maintain and expand it? What special needs are not being met for these visitors? What should be done for visitors and residents pertaining to public safety and security? What support services and businesses are necessary to keep the central area competitive?
- * Can a consensus be developed about the future of the central area? Can goals and plans be agreed upon which will provide the shared vision and cooperative efforts needed for implementation? Can a role for the central area be formulated that will be supported by the private sector as well as governments at the Federal, state, county, and city levels? Can the linkages between the central area and other centers in the region be interrelated and plans drawn for improvement?

These and many other issues will provide the basis for the discussions to be held by participants in the CAS. The results of these discussions will be detailed and specific goals. Strategies to reach for goals will be addressed in detail, yet each goal will have an appropriate scale of response. This should be a varying scale that will change with individual goals. In general, however, the physical developments that will be proposed in the central area will be the most specific, perhaps at the block-face level. Broader goals of an economic nature, on the other hand, may be formulated for the central area as a whole. The participants will be guided to an appropriate scale of detail which depends on the nature of the issues and goals being recommended. The final results will be detailed enough to allow for the goals to be developed into a new version of the 1971 CAS.

RELATED STUDIES

The basic information to be used in the CAS is derived from a long and complex set of related studies, as shown in Appendix II. As can be seen from this bibliographic listing, useful information exists in many places, formats, and levels of detail. These related studies should be used as the starting points for the CAS and presented to the participants in the most useful form.

This does not mean that all data and recommendations in these related studies should be taken as givens. They are givens only in the sense that they exist and are a logical starting point. In some areas, like retail space analysis, there are incomplete data. More data are to be collected. In other areas, there should be a critical review of the information. For example, the ARC Population and Economic Projections are widely used and well-founded. They are essentially an extrapolation of trends, however. Thus, they show projections for housing and jobs in the central area based upon what has been the trend. Since much of the CAS may be directed to changing trends, it may be necessary to consider revisions, modifications, and alternatives to the ARC estimates.

Thus, the related studies shown in Appendix II are to be considered as

the existing information base, but they should be reviewed critically. There should be an opportunity provided to ask "what if" types of questions pertaining to the information. It is recommended that a special study be undertaken in conjunction with the preparation of background information for participants to look into this matter and recommend solutions.

STUDY AREA

The study area will be that shown on the CAS Study Area Map (following this page). The objective of this delineation is to provide a basis for consideration of the central economic area of the Atlanta Region. It is not necessary to provide the same degree of detail for all portions of the central area. The traditional downtown area, for example, should be treated in more detail than the Midtown and Buckhead areas.

PRODUCTS

A tangible part of the CAS will be a series of written documents. This will be a full set of documents with varying audiences, technical contents, and purposes. The written documents will include at least the following:

1. CAS Final Report and Summary. This will be the final document which will chronicle the entire process and summarize all that will be accomplished. It will take the form of a Year 2000 plan for the central area. It will be written for the general public, and its format will be professional and appealing. It will include: 1) the goal statements from each of the task forces; 2) summary of the civic aspirations component; 3) summary of the strategic plan; 4) summary of the central area improvements plan; 5) summary of the design component; and 6) results of the synthesis. This report will conclude with a series of recommendations for implementation that will include both public and private responsibilities. It is anticipated that this will be a widely distributed report, an officially-adopted document of the City, and well illustrated.

2. Strategic Plan. This report will be the major written document from the Strategic Plan component. It will provide the results of the economic analysis and forecasts for the central area as well as the survey results. The analysis of strategic options will be included, and the details of the strategic plan proposals will be covered. The report will conclude with a set of recommendations for implementing public and private economic development programs that will achieve both the goals and strategic plans. The audience for this report will be the professional, public policy, executive leadership, and economic interest groups, so it should be written for the professional audience and informed reader.

3. Civic Aspirations Report. This will be a concise report that will summarize the results of the civic aspirations component for the general public. It should be written with a popular style and context. Its content should include: 1) survey research findings; 2) Great Speakers Series summaries; 3) goals emanating from each task force; and 4) overall process description involving opportunities for participation. It is anticipated

that this report will be distributed to all participants and interested persons and made available to the general public.

4. Task Force Reports. Each task force shall work with the technical staff to prepare a detailed report. These reports shall include the results of their deliberations. Each report shall cover the details of the planning process by each task force and fully explain the participation of various interested persons and groups. The discussion of goals shall be detailed and explicit. Summaries of background and issue papers shall be included as well as pertinent information needed to explain the goals. These task force reports are technical documents and written in that vein. They may be made available to interested members of the general public, they provide a major input for plan development and synthesis.

5. Synthesis Document. The negotiation and conflict-resolution process shall be reported in this document. It shall be written for participants in the project and public and private leadership, and it may be made available to interested citizens. It shall clearly describe the results of conflicts emanating from the task force reports and describe in detail what has been negotiated. A formal process for acceptance by the task forces and Policy Board shall be made explicit in this report.

6. Central Area Improvements Program. This is a technical document containing a set of recommendations for capital improvements in the central area emanating from the civic aspirations, strategic plan, and Year 2000 plan. There will be specific improvements for public and private facilities, some of which will require public/private partnerships for implementation. Each capital improvement shall be examined for costs, scheduling, and sources of funding. There should be a priority listing of improvements. The City will draw upon these recommendations as it develops its Capital Improvement Program.

In addition to the above major products, there will be many others. For example, background papers, issue papers, survey results, task force documents, official documents, and other ephemeral materials are expected. These products will play a major role in the deliberations. They should be made available to specific participants, and a policy will be established for handling requests for copies.

MANAGEMENT PLAN

There will be a staff component and committee structure.

The staff component is the Technical Staff and Manager. The Technical Staff includes CAP's project staff and the City Bureau of Planning's designated staff. The Manager will be responsible for the overall conduct of the CAS, including day-to-day operations. The Manager will be involved in all tasks but will have specific responsibility for certain tasks, to be described below. The Manager's staff will include: (1) an Assistant Project Manager who will work primarily on the Strategic Plan; (2) a senior administrative assistant who will handle most of the meetings and logistic efforts as well as routine business matters; and (3) two secretaries who can provide clerical support and assistance to task forces.

The Manager and his staff will report directly to the policy and technical committees described below. The Manager will be the Vice President of CAP. A separate project office will be maintained.

Technical Staff for the CAS will include personnel from the Bureau of Planning (BOP). This staff will provide data for each of the six task forces. Each task force will receive the equivalent of approximately a half-time person for the duration of the CAS. BOP Technical Staff will provide the technical information and professional services required for the task forces to complete their work. If necessary, special studies, white papers, and analyses needed by the task forces can also be prepared by university faculty and graduate students. If necessary, additional technical staff can be loaned for short periods by CAP, BOP, and other organizations.

The committee structure will be lead by the CAS Policy Board, as shown in Figure 1. This Board will be chaired by the Mayor. It should consist of 9 members representing the public and private sectors and appointed by the Mayor and Chairman of CAP. In addition, the chairperson of each task force shall be a member of the Policy Board, ex officio. The Policy Board shall decide on all issues involving the policies, programs, and operations of the CAS. The Manager shall report to the Policy Board through the Technical Steering Committee.

The Technical Steering Committee (TSC) shall be appointed by the CAS Policy Board and charged with reviewing the work of the task forces, consultants, and technical staff for technical content and merit. It shall make recommendations to the Policy Board on most substantive matters in the CAS. The TSC shall be composed of four members drawn from the technical planning organizations of the City, County, ARC, and CAP. The Director of the BOP shall Chair the TSC.

There shall be six task forces that are assigned different but inter-related subject areas. The overall charge given to the task forces is to provide the basic information, findings, sketch plans, and goals that serve as input to the synthesis for design and plan development. The final product of the CAS is a Year 2000 Central Area Plan which is quite specific and detailed. In order to achieve that plan, the work of the task forces will have to be detailed. Thus, the term goals is used in a special way.

The goals that are described are not general statements or wishes. Goals are detailed, specific, physical improvements for the central area. Goals are accomplished within a long-range and broad context, but goals are nonetheless exacting. They usually take the form of written statements, but goals can be expressed as maps, sketches, and plans. Specific improvements, such as capital items, may even require costs and scheduling details.

The overall intention is to treat goals in this specific way so that the synthesis process, in which goals are interrelated and made compatible, can be based upon precise input. It is the intent of the CAS to avoid unspecific, vague, and overly general statements. That is why the model for the final result of the civic aspirations and strategic plan components is the 1971 CAS. That document provided a specific set of recommendations and programs. Even though this process is far more complex and provides more opportunities for interested persons to participate, the end-result will

take the same basic format as the earlier plan.

The chairs and technical staff assigned to each task force will work together to ensure that this end-product is reached. They will encourage the task force members to seek explicit alternates which shall be the basis for the goals. They will provide whatever materials are necessary to achieve this and see that the results are transmitted for synthesis and plan-making.

There shall be six task forces formed to provide opportunities for citizen input to the CAS. The task forces shall include the following.

- * Strategic Planning Task Force shall be charged with providing advice and recommendations to help formulate the strategic plan for the central area's economic development. The Task Force should be created largely from corporate chief executives and heads of public economic development departments. There should be about 25 members of the Task Force. In addition, the Task Force shall appoint a Resident Economic Panel to advise it on regional and local economic forecasts and trends. This Panel will help to provide the infoeoad to the provision of affordable housing in the central area.
- * Art, Recreation, and Open Space Task Force shall be composed of about 25 citizens and leaders of public and private organizations concerned with the arts, culture, entertainment, recreation, and open space. They shall be charged with proposing a set of goals to encourage the development of the arts in the central area as well as providing adequate recreation and open space for residents and visitors.
- * Commercial and Retail Task Force shall be composed of about 25 citizens and public officials who are concerned with the future of retailing and commercial activities in the central area. They shall prepare a set of goals that seeks to preserve and improve the retail and commercial activities and function of the central area.
- * Convention and Tourism Task Force shall be composed of about 25 public and private leaders and citizens who have a special interest in the future of the convention and hospitality business in the central area. They shall propose goals that will improve the future of the convention and tourism business in the central area.
- * Transportation and Infrastructure Task Force shall be composed of 25 citizens and public officials who want to improve the transportation systems and infrastructure that serve the central area and provide the base for development. They shall propose a set of

goals to achieve that improvement.

While there should be no more than 25 members of each task force, it is anticipated that a larger number of citizens and public officials will want to participate in the CAS process. In order to encourage this, it is recommended that each task force structure a process for including other interested persons in its deliberations. This may involve forming advisory groups, holding workshops, or conducting special surveys. These structures can provide the task forces with information and advice. The opportunity for large-scale participation is encouraged.

There will be many requests for speakers to discuss the CAS with interested groups. Organizations, schools, clubs, service groups, professional societies, and other voluntary associations will want to learn more about the CAS. To facilitate this, a Speakers Bureau will be created by the Manager. Members of the Speakers Bureau should be volunteers from the task force structure who are well-spoken and enthusiastic. The Manager shall prepare a basic information packet that can be used for making these presentations. The management and scheduling for the Speakers Bureau shall be handled by the Manager and his staff.

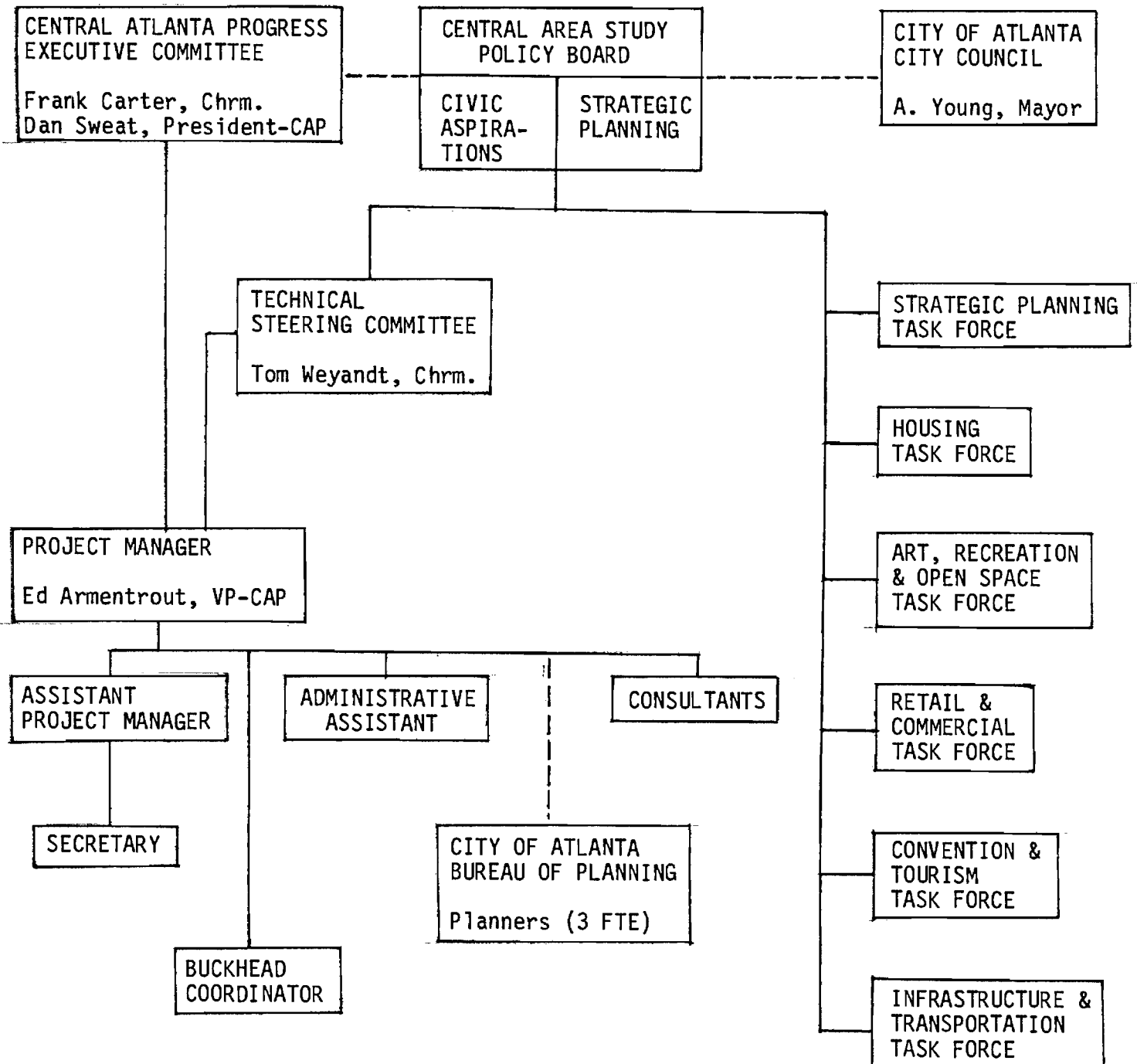
Volunteers for these task forces shall be called upon to devote considerable time and effort. The Policy Board shall meet about once per month, and the TSC shall meet bi-weekly. Task Forces will meet bi-weekly at least and more frequently during the preparation of goals. All committees are expected to participate in the special tasks such as the speakers series, negotiation meetings, and design charette. The Speakers Bureau volunteers should expect to make 3 or 4 speeches per month.

TASKS AND WORK PROGRAM

The work program is presented as a series of interrelated tasks arranged in sequential order. Each task is described and an estimated duration in months is assigned. The personnel assigned to each task indicates the technical needs of each task. The Manager, Technical Staff, contractors, and consultants are assigned to ensure technical and professional work will be completed. Task forces will meet to discuss products or provide input for each task. The duration is built around the anticipated meetings of these task forces. While the Manager is responsible for the completion of all tasks, tasks where he has direct responsibilities for decision-making and technical matters are indicated in the Work Program.

The Technical Staff and contractors/consultants, under the direction of the Manager, will be expected to follow this work program. A critical path method (CPM) is used to determine the orderly flow of tasks. The CPM presented below will also help to determine the slack and float time for various tasks which can be manipulated by the Manager to keep the CAS on schedule. By this method, personnel can be temporarily reassigned to complete tasks that must keep on the critical path in order for the CAS to be completed on time. The critical path assumes that the CAS will be completed within 24 months.

**FIGURE 1: ORGANIZATION OF
CENTRAL AREA STUDY**



This work program is process-oriented, rather than a strict task-ordering. That process-orientation is essential in order to allow adequate and open participation; free flow of ideas and information; development of new issues and plans; and provide a context for innovation and creativity. To rigidly specify all tasks in great detail could have a stultifying effect upon discovery and expansion of ideas and concepts. A process-orientation allows for discovery and expansion while providing a sufficiently detailed work program.

The two underlying concepts for the CAS, from its beginning, are the approaches of Strategic Planning and Civic Aspirations. The Strategic Planning approach has been used to promote the CAS to private sector sponsors since it relies upon well-established corporate planning experience. The Civic Aspirations approach is a modification of goals projects, participatory democracy, public participation, and negotiation programs that have been used extensively in urban planning.

The Strategic Planning approach is used largely in the economic development components of the CAS. It has been used successfully in several American cities and enjoys respectability in the business community. It starts with an Environmental Scan which is a technique to quickly provide the key variables and information available and needed for the CAS. Most of this information exists in Atlanta and can be assembled by the Task Forces and Technical Staff. Next comes a Situation Audit in which key problems are identified and detailed. In the CAS, these problems are related to attitudes and perceptions; competition from other cities; economic trends; and economic forecasts. The Strategic Opportunities component identifies the potentials and possibilities for economic development as well as an evaluation of weak prospects. The Strategic Opportunities are to be analyzed by a consultant who will make recommendations for the Strategic Plan for economic development to the Task Force.

The Civic Aspirations approach has been used successfully in Dallas, New York, Milwaukee, and other cities to help create a shared vision of the future as expressed in goals statements. The purpose of the civic aspirations section of the CAS is to: 1) discuss issues of development that are important to the future of Atlanta's central area; and 2) develop goals for planning those developments. The six task forces will bring together civic and business leaders to examine: 1) the patterns of growth and development in the Central Atlanta area; 2) the interdependencies of sectors (such as housing, retail, tourist activities, etc.) that depend on location and agglomeration for their effectiveness and that contribute to the experience of the city center; 3) the tradeoffs that will be necessary for making decisions among these alternatives; and 4) policies for public and private decision-makers for the implementation of goals.

When combined with Strategic Planning, the Civic Aspirations component will identify potential conflicts over competing demands for land and resources, as well as areas of agreement and consensus. When trying to develop a strategy of actions, a Synthesis of these issues will be necessary. This synthesis will explicitly recognize the competing demands for land and resources and be organized to seek consensus without suppressing differences.

What follows is the Work Program by tasks. Each task is described and

its most likely duration is noted. The personnel required, expressed in terms of technical staff and consultants, are noted as well. The related task forces and committees will be involved, to some extent, in every task.

1. ORGANIZATIONAL ACTIVITIES

Task 1.1 Mobilize Administration Team and Policy Board

1.1.1 Establish the policy board with overall responsibility for the study. Composed of five public officials and four civic leaders, and chaired by the Mayor, the board will include public officials and leaders who are in a position to contribute to the implementation of the plan once developed. The board will be constituted at the start of the study. Board members will meet to discuss the organization of the study and tasks proposed in this work plan, to make suggestions for changes, to discuss the policy issues, and to consider how the results of the various task forces will be synthesized. The Policy Board will formally adopt the budget and work program for the CAS. Two meetings will be necessary during project mobilization and monthly meetings throughout the CAS.

Period: Month 1, then continuing throughout CAS

Personnel: Manager and Technical Staff

1.1.2 Finalize administration and approve responsibilities of the project administration team and the technical staff. Working with the Policy Board, the Manager will identify initial, lead participants for the task forces and the technical staff to be assigned.

Period: Month 1, then continuing

Personnel: Manager and Technical Staff

Task 1.2 Organize the Strategic Planning Task Force

The Policy Board will select the members of the Strategic Planning Task Force and technical support staff for the strategic planning section. The Strategic Planning Task Force will identify members of the Economic Resident Panel.

Period: Month 1

Personnel: Manager and Technical Staff

Task 1.3 Organize the Civic Aspirations Task Forces

1.3.1 Identify participants for the civic aspirations task forces. To ensure that adequate attention is paid to the various aspects of central area development, five additional task forces will be formed:

- * **Housing:** deals with the extent, nature, character, and need in the central area for housing, the types of residential development that should be promoted; areas of housing that might be protected; and the impact of residential activities on the pleasantness and strength of the central area, building upon ex-

isting and on-going data, information, and analyses.

- * Arts, Recreation and Open Space: focuses on types of cultural activities that could be promoted; the mechanisms for doing so; the need for open space and parks in the central area; and the importance of various forms of recreation; as well as defining goals to increase activity in the central area.
- * Commercial and Retail: focuses on the desirability of commercial and retail activities in the central area; the need to provide Atlanta residents with commercial and retail services; the impact of commercial activity on the viability and life of the central area; major retail/commercial projects proposed or underway; and mechanisms to improve development of commercial and retail activities.
- * Conventions and Tourism: focuses on characteristics of the hospitality industry; its potential for further expansion; its role in the Atlanta economy; and special needs for physical development and support activities.
- * Transportation and Infrastructure Development: focuses on the physical infrastructure requirements needed to sustain alternative patterns of development; constraints to and consequences of providing that infrastructure; and issues of costs and finance.

Period: Month 1, then continuing
Personnel: Manager and Technical Staff

1.3.2 Establish the five civic aspiration task forces. Identify participants, form groups, hold initial meetings to organize efforts.

Period: Months 2-6
Personnel: Manager and Technical Staff

1.3.3 Identify technical staff from the BOP, CAP, and others to provide background analysis of issues, gather available data, help organize meetings, serve as technical/professional liaison and mentors, and help the task forces meet their purposes.

Period: Months 1 to 2
Personnel: Manager and Technical Staff

1.3.4 Hold initial meeting of all participants of the task forces to explain the purpose of the CAS and to get acquainted with the structure and with other participants. The task forces will be given direction by the Policy Board and will then meet to elect chairpersons, set schedules, and start work programs.

Period: Months 2-6
Personnel: Manager and Technical Staff

2. OUTREACH PROGRAM

The primary aim of the civic aspirations program is to develop a popular consensus on the initiatives and priorities to create a central area which retains its existing strengths and aggressively seeks new opportunities to improve its future. To achieve this goal, the civic aspirations task forces must reach beyond their membership to resident and community interests by forming advisory boards, holding workshops/meetings, conducting special surveys, and undertaking an educational program. The civic aspirations outreach program is designed with two objectives in mind: information exchange and constituency building.

Information exchange and education. The planning process is most closely linked to two-way communication between the five civic aspirations task forces, technical staff, advisory groups, and interested citizens. The Great Speakers Series and the civic outreach campaign are designed to foster wider understanding of civic aspirations as they relate to economic and physical development. The citizen survey, in conjunction with resident participation in the outreach campaign, is designed to determine support for strategies under discussion and to set priorities.

Constituency building. The planning process is likewise linked to building constituencies for the CAS who will promote development of a cohesive set of goals. The program seeks to do this through involvement in the planning process by interested citizens directly in the advisory groups and/or through the above-described information and education programs. The CAS also seeks to promote a new level of discussion about the central area's future by central area residents and regional residents. The program's emphasis on the Great Speakers Series and civic outreach are well adapted to this end.

Task 2.1 Great Speakers Series

The purpose of this series is to educate participants in the CAS and other citizens about key issues. The Great Speaker Series is a public educational forum designed to publicize the civic aspirations program; elicit responses from citizens; educate about successes elsewhere; and help to integrate the ideas and directions of the task forces and advisory groups. The series will bring to Atlanta outstanding thinkers in the areas of concern for each task force. The series will focus on visions of what Atlanta might become. Hence, speakers must develop some familiarity with both the opportunities and constraints to development in Atlanta. Speakers will be selected to represent alternative views about preferred roles and types of growth and their consequences for Central Atlanta.

2.1.1 Select speakers. Working with each task force, the Manager and Technical Staff will choose a nationally-known speaker for each area of concern. Thus, the Great Speakers Series will have six speakers who will discuss the subject areas of each task force. If possible, nationally known speakers with some familiarity with the central area of Atlanta should be sought, but professional and peer recognition are most desired in speakers. Each task force would co-sponsor a speaker, and funding will be sought from corporate sponsors. The Policy Board, TSC, and task forces will meet privately with each speaker to discuss how his/her views can be used for setting goals.

Period: Months 7-8
Personnel: Manager, Technical Staff

2.1.2 Schedule speakers. The speakers will be scheduled during months nine through twelve (excluding summer and holiday periods).

Period: Months 7-8
Personnel: Manager

2.1.3 Arrange for a speaking hall in association with a university or the civic center. Every speaker will have a university or institutional host.

Period: Months 7-8
Personnel: Manager

2.1.4 Arrange for commercial and public television programming. It is hoped that each speaker's remarks will be telecast live, most likely on public television. Highlights should be broadcast on commercial stations as well. Call-in opportunities for the home-viewing audience should be offered on the same basis as questions and answers afforded to the live audience. Each lecture will be open to the public, and the questions and answers will be moderated by the chairperson of the co-sponsoring task force who will run the evening program.

Period: Months 7-9
Personnel: Manager, Technical Staff

2.1.5 Arrange for media coverage. It is essential to arrange for media coverage from the press and radio. The press is essential and will be asked to provide in-depth coverage of each speaker's remarks as well as task force reactions. It would be best for the press to regard this as a continuing series with assigned reporters, special logos and placement, and extensive coverage. Each speaker's remarks will be made available verbatim to the press.

Period: Months 7-9
Personnel: Manager, Technical Staff

2.1.6 Hold each speaker engagement. The event will be in the evening at a university or civic center and chaired by the co-sponsoring task force chair. The Technical Staff and contractor will make a strong effort to boost attendance, and it should be regarded as required attendance for the Policy Board, TSC, task forces, advisory groups, and technical staff. The co-sponsoring task force will conduct a private meeting with each speaker.

Period: Months 9-12
Personnel: Manager, Technical Staff, contractor, speakers

Task 2.2 Civic Outreach Campaign

The Civic Outreach Campaign is designed to promote two-way communication between the civic aspirations task forces and citizens of both the central area and Atlanta region. Its purpose is to inform residents of the central area about the progress of the CAS and reach out to Atlanta region residents to involve and inform them. The purpose includes getting regional

residents to view the central area as the heart of this region and engender their support for its growth. It will complement the deliberations of the civic aspiration task forces and build upon the education and feedback features of the Great Speakers Series. A major thrust of the Outreach Campaign will be an extensive educational supplement to the newspapers with a mail survey for feedback. This supplement will be published following the Great Speakers Series, but before the final deliberations of the task forces and the synthesis of issues. The supplement will examine the state of the central area, analyze current constraints and opportunities, present alternative futures, provide a way of visualizing what those alternatives might mean, and explore the relationship of central area development to the quality of life in the region.

2.2.1 Organize newspaper participation by securing their agreement to publish the supplement and the related feedback questionnaire. The supplement is meant to inform the regional audience of the progress of the CAS; summations of the speakers in the Great Speakers Series; and other information that the task forces and technical staff recommend. This will require extensive and on-going communications with the newspaper editors and assigned reporters. The Manager should develop a clear understanding with the editors that the CAS will provide the information but not attempt to control the reporters; the effort is viewed as educational and informative rather than a critical analysis.

The reader-response questionnaire is an important part of this task. It will provide a regional viewpoint for many of the issues facing the central area. The Manager, Technical Staff, contractors, and newspaper editors should discuss the questions and format for answers. The questionnaire should be returned to the CAS rather than the newspaper, but the analysis of results will be made available for further reporting. A major purpose is to solicit interest and input from regional citizens, most of whom live outside of the central area, as well as to provide them with information about the CAS and its significance for the region.

Period: Months 4-12
Personnel: Manager

2.2.2 Create a Speakers Bureau. Members of the Policy Board, task forces, and advisory groups who wish to volunteer as speakers can provide a valuable link to schools, civic organizations, and business groups. The Manager and his staff should organize and operate this effort; promote its use; and coordinate requests for speakers.

Period: Months 4-18
Personnel: Manager

2.2.3 Organize Great Speakers Series outreach. This portion of the outreach effort is concerned with getting the speakers' remarks and task force reactions to the newspapers. It is closely related to the supplement, but precedes it.

Period: Months 4-9
Personnel: Manager, Technical Staff

2.2.4 Arrange for publication of the supplement. This task involves the

scheduling of the publication and design of the reader-response questionnaire.

Period: Months 4-8

Personnel: Manager

2.2.5 Prepare supplement for publication. This will be a major undertaking, drawing on the deliberations of the task forces as a base but supplementing their work with information and drawings for the reporters. The effort will involve considerable attention to communication of basic ideas about the central city, its history, its present, and its potential futures. It must encourage thoughtful response without overwhelming individuals with details.

Period: Months 8-12

Personnel: Manager, Technical Staff, contractor

2.2.6 Publish supplement. The supplement will be published in the regional edition of the Sunday paper. It will be independent and free-standing but referred to in the main section of the paper. An appropriate questionnaire format should be a major feature.

Period: Month 12

Personnel: Manager

2.2.7 Analyze results of the survey. The reader responses should be collected and analyzed for content. Statistical measures of significance and analysis of variance should be performed.

Period: Months 12-14

Personnel: Manager, contractor

2.2.8 Publish Report. A report will be prepared for the CAS task forces and newspaper follow-up.

Period: Months 15-18

Personnel: Manager, Technical Staff

3. ENVIRONMENTAL SCAN

The environmental scan is designed to provide a factual basis to the work of the civic aspirations task forces. This scan will consist of two major components: staff analysis of existing data as directed by the various task forces and a comprehensive survey of residents and users of the central area of Atlanta.

Task 3.1 Technical Staff Analysis of Existing Data

As a basis for discussion in the civic aspirations task forces, the Technical Staff (and additional technical help if needed) will prepare background papers on issues under consideration by each task force. These issues will address the questions covered above in the Purpose of the CAS, and other issues may be added. The papers will be based on existing social, economic, and physical data on the issues addressed by the task

forces as well as special requests from the task forces. Sources of data include federal agencies (e.g., HUD, DOT, and DHHS); the City of Atlanta (e.g., Planning, Housing, Public Works, and Economic Development); Fulton County; Atlanta Regional Commission, and studies shown in Appendix II. Background papers of approximately five to ten pages on each issue will be prepared for use by the task forces throughout the course of discussion.

3.1.1 Identify technical staff available in the BOP to provide data and analytic support for work on these issues. These may be existing staff or new people depending upon the Director's judgement.

Period: Months 1 and 2
Personnel: Manager

3.1.2 Assign and/or hire technical staff to support the work of the task forces, coordinate and conduct technical analyses, write reports, and manage inter-task force concerns. If additional resources are needed to supplement the BOP staff for the preparation of background papers, universities should be contacted and arrangements negotiated for faculty and graduate students.

Period: Months 1 and 2
Personnel: Manager

3.1.3 Gather background data, analyze appropriate data and present findings to the task forces. Preliminary steps include discussions with the task forces to determine what issues are most important after a brief scan of existing data, followed by more detailed analysis. Reports will be highly focused background papers.

Period: Months 2 through 10
Personnel: Manager, Technical Staff, contractor

Task 3.2 Citizen Survey

Unlike the above-mentioned reader response from the whole region, there is a need for a systematic survey of residents and workers within the central area. This survey will be a random sample of residents and workers that will provide data and information not found in task 3.3. It will also include attitudinal and opinion questions concerning the wants and needs of the sample for the central area. The survey instrument will be drawn by working with the task forces and technical staff in order to develop questions that will help resolve problems and build support for solutions. The analysis will be used primarily by the task forces as background information, opinion-based feasibility of goals, and as useful information for evaluating new and different approaches for resolving problems.

3.2.1 Hire research organization to conduct survey. This will be a decision by the Manager in consultation with the Policy Board and TSC.

Period: Month 3
Personnel: Manager

3.2.2 Design survey. Work with the task forces to determine information needs. Design sampling, interview protocols, survey format, questions, and interview approach. The survey instrument will reflect the issues that are

being addressed by each task force as well as overall central area attitudes.

Period: Months 3 and 4
Personnel: Contractor

3.2.3 Conduct survey. The survey will be conducted for an agreed-upon sample using either personal interviews, mail returns, or telephone calls. The approach shall be recommended by the contractor and approved by the Manager.

Period: Months 5 and 6
Personnel: Contractor

3.2.4 Analysis of results. This survey will serve as a basis for task force discussions, so the report should present the findings in relation to task force areas of concern. The task forces will compare the results of this survey with the responses from the readers' survey.

Period: Months 7 through 9
Personnel: Contractor

4. GOALS PROPOSALS

The task forces will develop a set of goals to resolve the issues that they have been dealing with. Each task force should approach this task by developing alternative goals that can be evaluated for effectiveness, feasibility, and acceptability. This is a pre-negotiation phase, so the task forces will be made to understand that there will likely be changes, modifications, and refinements. While the technical staff should guide the task forces, there should be some effort to avoid conflicts, duplication, and inconsistencies.

Task 4.1 Development of Goals

Each task force is expected to define goals in as much detail as possible. These goals should be precise enough to uncover potential conflicts between two or more task forces. The product will consist of a series of alternative goal statements that delineate the range of proposed resolutions of issues associated with the work of each task force.

Period: Months 10-12
Personnel: Manager, Technical Staff

Task 4.2 Evaluation and Recommendations of Alternatives

The sets of alternative goals from each task force will be collected and analyzed by the technical staff, TSC, and Policy Board. The resulting analysis will be a report that discusses apparent consensus, conflicts, errors, and priorities. This report will be presented to the task forces for further discussions and reaction. The intent is that these reactions will be integrated into the report, and it will serve as a basis for negotiations in the Synthesis of Issues work component.

Period: Months 12-14
Personnel: Manager, Technical Staff

5. STRATEGIC PLAN FOR ECONOMIC DEVELOPMENT

While the economic development component is one of six task force areas, it merits special considerations. The Strategic Planning Task Force, working with the Resident Economic Panel, plays a special role in the CAS. Much of the future of downtown Atlanta is related to its economic health, so this area of consideration must be a critical one. The membership of the task force should be drawn from corporate chief executive officers and heads of public economic development agencies, and the Panel from distinguished economists from the Atlanta region. A nationally-known consulting firm will be retained to analyze the strategic plan options and present a basis for the Development Agenda's economic component.

There are five major tasks for the strategic plan. The first task deals with preparing for and organizing the strategic planning process. The second task is to conduct a situation audit. This audit will deal with the structure, key trends, exogenous factors, competition, and interests in Atlanta's economy. The third task is to identify the opportunities, constraints, uncertainties, and alternatives for Atlanta's economic future. The fourth task is an analysis by the consultant, working with the Task Force and Resident Economic Panel, of the strategic plan options, based upon the above tasks. The fifth task is the presentation and refinement of recommended strategies for economic growth that affects the central area. From this, the economic development plan can be compiled and used for the negotiation in the Synthesis of Issues component.

The purpose of the strategic planning work program is to propose a set of goals that form the basis for a central area economic development plan. Rather than performing an in-depth environmental scan, the Resident Economic Panel, Technical Staff, and contractors will be used to prepare background papers from existing or easily acquired information. The ARC studies mentioned in the Appendix II, new studies, and on-going work by members of the Panel will be adequate for this purpose. The issues that have been described above in the Purposes section, as well as other issues suggested by the Task Force, should provide the context for this information gathering.

The Situation Audit will provide the basic information on attitudes and perceptions of corporate heads; competition; economic trends; and economic forecasts. These tasks will be performed by the technical staff and contractors familiar with the information. This will allow for more efficient and economic study, and it will allow the Task Force and Panel to be more fully involved.

The key evaluative tasks are those related to the strategic opportunities for economic development. We believe that a nationally-known consultant can be most useful in performing these tasks. The consultant could use the products of the environmental scan and situation audit to identify business and industry opportunities and then conduct an evaluation according to a matrix of criteria. Since the consultant will have experience in this sort of evaluation, the task force can work with them to adapt the criteria for the CAS. The consultant will be expected to propose the classifications

of business and industry and the evaluation criteria to the task force.

The product of the strategic opportunities evaluation will be a set of alternative goals for consideration by the task force. The task force will work with the consultant to refine there goals. The goals will be used to formulate a draft of an economic development plan for the central area. That draft plan will also be referred to the task force for refinement. The consultant will prepare the revised economic development goals and plan for the Synthesis.

Task 5.1 Gearing-Up

5.1.1 Outline of Purpose. The Manager, technical staff, and the contractor retained to provide technical assistance will adopt the outline of purpose proposed here and subject it to modification and revision.

Period: Month 4
Personnel: Manager, Technical Staff

5.1.2 Assemble Panel. The Resident Economic Panel of 10-15 distinguished economists from Atlanta will be assembled. They will provide advice, information, technical assistance, and guidance.

Period: Months 4-5, then through end of project
Personnel: Manager, Technical Staff

5.1.3 Preproposal Conference. A number of nationally-recognized firms will be invited to attend a preproposal conference. The overall project and strategic plan will presented. They will be asked for advice and recommendations on structuring this component of the CAS.

Period: Month 5
Personnel: Manager, Technical Staff

5.1.4 Revised Scope of Work and RFP. Based upon the recommendations received and subsequent refinements, an RFP will be issued.

Period: Month 5
Personnel: Manager, Technical Staff

5.1.5 Hire Consultant. After evaluating the responses to the RFP, a consultant should be retained.

Period: Month 6
Personnel: Manager

Task 5.2 Situation Audit

5.2.1 Chief Executive Officer Survey. A survey instrument will be developed and administered to CEO's both regionally and nationally. The survey will test their perceptions of the Atlanta business climate and possible plans for Atlanta activities. The purpose is to determine their perceptions and attitudes as well as to determine if there are any plans for development here.

Period: Months 6-7
Personnel: Manager, Technical Staff, contractor

5.2.2 Comparative Cities Analysis. A survey will be conducted to ascertain Atlanta's attractiveness and potential for economic development in comparison with competing cities. The survey will be administered in conjunction with the CEO survey and also to mayors, planners, and development specialists. The purpose is to determine the advantages and disadvantages of the central area.

Period: Months 6-7
Personnel: Contractor

5.2.3 Economic Trends Analysis. This analysis will cover several key trends: 1) recent employment and investment patterns for leading Atlanta companies; 2) spatial patterns of new construction and investments; 3) linkages between basic industries (export-oriented) and local service business; 4) sources of regional income, including consumption, exports, government, and capital importation.

Period: Months 6-9
Personnel: Manager, Technical Staff, contractor

5.2.4 Forecast Summary. This task will summarize and evaluate regional and external forecasts for the Atlanta economy. It will relate forecasts to the central area. Since members of the Resident Economic Panel, the ARC, and other agencies have done extensive work on forecasts, there should be an adequate basis for summary and interpretation. These forecasts will be used to develop a scenario for the central area using the assumption and conditions described by the forecasters.

Period: Month 10
Personnel: Manager, Technical Staff, contractor

Task 5.3 Strategic Opportunities

5.3.1 Strategic Opportunities. This task will be a major undertaking in which several meetings are held to identify opportunities for economic growth. The opportunities will be identified by classifying major businesses and industries by types and evaluating their opportunities by groups. The classification will be based upon Standard Economic Classifications in order to achieve consistency with government data and economic forecasts. This will involve determining their interrelationships and markets. The types could be as follows:

- a. Existing dominants
- b. Contested markets
- c. New (expansion or recruitment)
- d. High risk (uncertain market)
- e. Weaklings (requiring subsidy or protection)
- f. Business support/services
- g. Resident serving

The consultant will recommend the appropriate level of aggregation for the CAS.

Each of the opportunity types will be further evaluated for:

- a. Competition
- b. Risk/uncertainty
- c. Constraints (public and private)
- d. Spatial/locational patterns and requirements

The consultant will propose the evaluating framework for approval by the Task Force.

Period: Months 10-11

Personnel: Manager, Technical Staff, consultant

5.3.2 Refinement. The Task Force, Resident Economic Panel, and Technical Staff will work with the consultant to refine the results of the evaluation. The purpose is to ensure that the level of detail is appropriate for use by the task force and that issues of concern have been addressed. The consultant will prepare a technical report on these revised evaluations.

Period: Month 12-13

Personnel: Manager, Technical Staff, consultant

Task 5.4 Analysis of Strategic Options

5.4.1 Alternatives. The above information will be analyzed and a set of alternative strategies will be generated. The technical report will be presented to the task force for revision and approval.

Period: Month 14

Personnel: Consultant

5.4.2 Analysis. The alternatives will be subjected to evaluation and analysis. The consultant shall develop an evaluation methodology for this purpose in consultation and with the approval of the task force. Recommendations will be made to the Panel and Task Force which will provide information and suggest refinements. This product shall be a set of recommended economic development goals.

Period: Month 15

Personnel: Consultant

Task 5.5 Strategic Plan for Economic Development

5.5.1 Draft Plan. A preliminary or draft economic development plan will be formulated for reaction, advice, and feedback by the task force. The task force will meet with the consultant to seek improvements. The plan shall be a set of recommended public and private actions to achieve the goals in task 5.4.2.

Period: Months 16-17

Personnel: Manager, Consultant, Technical Staff

5.5.2 Plan Presentation. The revised economic development plan will be presented to the Task Force and Panel. It will be approved and/or modified for the Synthesis process.

Period: Months 17-18
Personnel: Manager, Consultant, Technical Staff

6. SYNTHESIS OF ISSUES AND STRATEGY DEVELOPMENT

Once recommendations have been made by each of the civic aspiration task forces and by the strategic planning task force, these groups will need to come together to resolve differences and reach a consensus on recommendations. These recommendations, based on the issues focused upon by each task force, must now be linked.

The manager will work with the task forces to define the goals that appear to be in conflict. There may be many levels of conflict, and the Manager shall consult with the Policy Board to determine what should go into the synthesis process for conflict resolution. It is premature to speculate about what is to be negotiated, or even what is non-negotiable. Those matters will be the results of the synthesis process. That process will determine the specific techniques to be used to resolve conflicts over goals among the task forces. Whatever results from the negotiation, it should be clearly understood that the Policy Board has the final approval. It must be clear that the results of the synthesis process must be specific and detailed. They are to be used as the input for the urban design study and central area plan, and, as such, must take a physical format or have a content that can be readily transformed into designs and plans.

The participants will be the task forces, technical staff, and TSC. The Manager may use contractors and a facilitator to conduct the negotiations. The delineation of differences and areas of consensus shall be adapted from the technical staff reports described in task 4. These reports shall comprise the framework for the negotiation.

The negotiation should be limited to no more than three days. The results of the negotiation shall be presented as a consensus, using the term Shared Vision, to the Policy Board. The Policy Board shall deliberate on the consensus and adapt and/or modify the report.

Period: Months 14-18
Personnel: Manager, Technical Staff, contractor, facilitator

7. URBAN DESIGN STUDY

A more complete central area, participatory urban design study is needed. In order to insure that the strategic plan and civic aspirations lead to a development plan, an urban design study should be held using the product of task 6. The purpose of this study is to produce a physical plan that incorporates the work to date and the conflict resolution and synthesis. A nationally prominent team of planners and designers will be brought in for the study. Local planners and designers can be drawn from the CAS to provide local perspectives. They will meet with the task forces and policy board to review the goals and plan. They will meet in a well-publicized event that seeks input and feedback. If possible, the event should be televised, at least in part. The product of this effort will be an urban design that provides the tangible basis for the central area plan.

Period: Months 19-22

Personnel: Manager, Technical Staff, Contractors, design team

8. YEAR 2000 CENTRAL AREA PLAN

The culmination of all work to this point will take the form of a Year 2000 Central Area Plan. This plan will integrate the civic aspirations and strategic plan, as synthesized in task 6, and as given a design context in task 7. It will be a physical plan for the period 1986 through 2000.

The central area plan will be a comprehensive statement of goals, strategies, and improvements. It shall be organized along the subject areas covered by the task forces. It shall use the goals that result from the synthesis and conflict resolution. The overall physical plan shall be based upon the design components that emanate from the urban design study.

The Manager and technical staff shall be responsible for the formulation of the Year 2000 Central Area Plan. They shall seek input from the task forces and keep them well-informed. The plan shall be submitted to the Technical Steering Committee for review and consent. The plan shall be sent to the Policy Board for formal adoption.

An important part of the plan is the Central Area Improvement Program. This is essentially the CIP component, and it should be prepared in a professional manner. It would include project description, estimated costs, scheduling, priorities, and responsibilities. The Manager and technical staff shall prepare the Program, refer it to the TSC, and send it to the Policy Board for approval. The Program should be sent to appropriate public and private organizations for their considerations. It will be integrated into the City of Atlanta's CIP.

The central area plan should be considered as the starting point for an on-going and comprehensive process. It should be considered as a viable document that relates projects and goals in a long-term, comprehensive framework. As the Year 2000 approaches, participants in the CAS will better understand problems and how to resolve them. As that occurs, it is appropriate to revise, update, and improve upon the central area plan. That concept of the central area plan will help to ensure that it will be implemented.

Period: Months 19-22

Personnel: Manager, Technical Staff

9. SUMMARY REPORT AND IMPLEMENTATION

The results of this effort will be summarized in a glossy, widely-distributed report aimed at leaders and interested citizens. The report will present the civic aspirations, strategic plan, design plan, and Year 2000 Central Area Plan. There will be a description of the implementation process that includes suggested roles for public and private groups. This could also be used as a basis for leadership development and training as characterized by the product champion concept in business. The process can describe how to identify, involve, and educate future leaders who will

implement these aspirations and plans.

An important part of the summary report will be a set of recommendations for public and private responsibilities for implementing the Year 2000 Central Area Plan. This will include the organization and responsibility for monitoring, evaluation, and updating the CAS. The specific organization and responsibilities for this continuing phase should be a recommendation of the Policy Board. It may be a set of shared responsibilities among existing public and private organizations, or it may involve a permanent body such as Goals for Dallas or Goals for Milwaukee which were new organizations. This is a major recommendation for the Policy Board, and it should be fully discussed in the summary report.

In addition, there will be a set of technical reports that describe the work and results of each task force. There will be a separate report that deals with the capital improvements needed in the central area in order to implement the goals and development plan. The purpose of these reports is to provide professional and technical people with adequate detail for project planning, as well as to provide more information for decision-makers.

Period: Months 23-24

Personnel: Manager, Technical Staff

Technical Staff Loading

It is recommended that six people be assigned to the task forces from the BOP. This would include the following:

1. Strategic Planning TF: a senior person with experience in economic development analysis and planning with computer and analytical skills.
2. Housing TF: a planner familiar with the City's programs as well as knowledge of private markets.
3. Arts, Recreation, Open Space TF: a planner who is familiar with parks, arts, and recreation activities of both the public and private sectors, as well as some knowledge of fund-raising.
4. Commercial, Retail TF: a planner with analytical capabilities to provide the information and activities listing needed.
5. Convention, Tourism TF: a planner or related professional who has experience in tourism and convention activities as well as personal knowledge of leaders in the field.
6. Transportation, Infrastructure TF: preferably an analytical planner or engineer who has worked in both of these areas and is conversant with models and information bases.

These technical staff should be assigned according to the symbols listed in the Technical Personnel Loading and Cost Summary. The use of the PERT program, available from Georgia Tech, will provide the ability for day-to-day management of slack time and float in order to ensure project completion and efficiency. These technical matters can be handled using this or similar programs.

The budget for the technical staff only is shown as soft costs. Other costs may also be attributable to the CAS depending upon accounting conventions in use by the City and CAP.

TECHNICAL PERSONNEL LOADING AND COST SUMMARY

TASK DESCRIPTION	Months of Activity	PARTICIPANTS							ESTIMATED COSTS *		
		Manager & Staff	Tech. Staff	Con- tractor	Con- sultant	Faci- litator	Design Team	Great Speakers	CAP/BOP	Contracts/ Consultants	Total
1. ORGANIZATION											
1.1 Mobilize Administration Team & Policy Board											
1.1.1 Establish Policy Board	1	X	X						2,700		2,700
1.1.2 Finalize Administration	1	X	X						2,700		2,700
1.2 Organize Strategic Planning Team	1	X	X						2,700		2,700
1.3 Organize Task Forces											
1.3.1 Identify Participants	1	X	X						2,700		2,700
1.3.2 Establish Task Forces	2-6	X	X						6,800		6,800
1.3.3 Identify Technical Staff	1-2	X	X						2,700		2,700
1.3.4 Initial Meetings	2-6	X	X						6,800		6,800
2. OUTREACH PROGRAM											
2.1 Great Speakers Series											
2.1.1 Select Speakers	7-8	X	X						5,400		5,400
2.1.2 Schedule Speakers	7-8	X							5,400		5,400
2.1.3 Arrange Hall	7-8	X							5,400		5,400
2.1.4 Arrange Television Coverage	7-9	X	X						8,100		8,100
2.1.5 Arrange Publicity	7-9	X	X						8,100		8,100
2.1.6 Hold Speeches	9-12	X	X	X				X	10,800	60,000	70,800
2.2 Civic Outreach Campaign											
2.2.1 Organize Newspaper Coverage	4-12	X							12,200		12,200
2.2.2 Create Speakers Bureau	4-18	X							15,000		15,000
2.2.3 Organize Great Speakers Outreach	4-9	X	X						14,900		14,900
2.2.4 Organize Supplement Publication	4-8	X							13,500		13,500
2.2.5 Prepare Supplement	8-12	X	X	X					14,900	2,500	17,400
2.2.6 Publish Supplement	12	X							2,700		2,700
2.2.7 Analyze Survey Results	12-14	X		X					10,800	2,500	13,300
2.2.8 Publish Survey Results	15-18	X	X						10,800		10,800
3. ENVIRONMENTAL SCAN											
3.1 Staff Analysis of Data											
3.1.1 Identify Technical Staff	1-2	X							2,700		2,700
3.1.2 Hire Staff	1-2	X							2,700		2,700
3.1.3 Gather Background Data/Issue Papers	2-10	X	X	X					50,000	80,000	130,000
3.2 Citizen Survey											
3.2.1 Hire Survey Organization	3	X							2,700		2,700
3.2.2 Design Survey	3-4			X						14,500	14,500
3.2.3 Conduct Survey	5-6			X						14,500	14,500
3.2.4 Analyze Results	7-9			X						21,000	21,000
4. GOALS PROPOSALS											
4.1 Development of Goals	10-12	X	X						35,000		35,000
4.2 Recommendation of Alternatives	12-14	X	X						35,000		35,000

TECHNICAL PERSONNEL LOADING AND COST SUMMARY

TASK DESCRIPTION	Months of Activity	PARTICIPANTS							ESTIMATED COSTS *		
		Manager & Staff	Tech. Staff	Con- tractor	Con- sultant	Faci- literator	Design Team	Great Speakers	CAP/BOP	Contracts/ Consultants	Total
5. STRATEGIC PLAN FOR ECONOMIC DEVELOPMENT											
5.1 Bearing-Up											
5.1.1 Outline of Purpose	4	X	X						5,400		5,400
5.1.2 Assemble Panel	4-5	X	X						5,400		5,400
5.1.3 Preproposal Conference	5	X	X						2,700		2,700
5.1.4 RFP	5	X	X						2,700		2,700
5.1.5 Hire Consultant	6	X							2,700		2,700
5.2 Situation Audit											
5.2.1 CEO Survey	6-7	X	X	X					10,800	2,000	12,800
5.2.2 Comparative Cities Survey	6-7			X						10,000	10,000
5.2.3 Economic Trends Analysis	6-9	X	X	X					20,000	2,000	22,000
5.2.4 Forecast Summary	10	X	X	X					5,400	1,000	6,400
5.3 Strategic Opportunities											
5.3.1 Identify Opportunities	10-11	X	X		X				28,000	40,000	68,000
5.3.2 Refinement	12-13	X	X		X				20,000	10,000	30,000
5.4 Analysis of Strategic Opportunities											
5.4.1 Alternatives	14				X					10,000	10,000
5.4.2 Analysis	15				X					10,000	10,000
5.5 Strategic Plan											
5.5.1 Draft Plan	16-17	X	X		X				17,500	20,000	37,500
5.5.2 Plan Presentation	17-18	X	X		X				17,500	10,000	27,500
6. SYNTHESIS OF ISSUES	14-18	X	X	X		X			40,000	25,000	65,000
7. URBAN DESIGN STUDY	19-22	X	X	X			X		40,000	50,000	90,000
8. YEAR 2000 CENTRAL AREA PLAN	19-22	X	X						45,000		45,000
9. SUMMARY REPORT AND IMPLEMENTATION	23-24	X	X						40,000		40,000
									596,300	385,000	981,300
10. OTHER PROJECT EXPENSES	1-24										101,600
TOTAL PROJECT COSTS											1,082,900

* See the attached exhibit for additional details related to these budget estimates.

CENTRAL AREA STUDY
BUDGET
PROJECT STAFF

	<u>IN-KIND</u>	<u>BUDGETED</u>
<u>CENTRAL ATLANTA PROGRESS, INC.</u>		
Dan E. Sweat, Jr. - President	\$10,000	-0-
Ed Armentrout V.P. - Project Manager	20,000	-0-
- Asst. Proj. Manager	-0-	\$25,000
- Admin. Assistant	-0-	20,000
- Buckhead Coordinator	-0-	*
- Secretaries (2)	-0-	35,000
Karen Burkhart - Research Director	5,000	-0-
Urban Design Team	10,000	-0-
	-----	-----
	\$45,000	\$80,000
OVERHEAD @ 35%	15,650	28,000
	-----	-----
	\$60,650	\$108,000
	x 2 yrs.	x 2 yrs.
	-----	-----
	\$121,300	\$216,000
<u>CITY OF ATLANTA, BUREAU OF PLANNING</u>		
Tom Weyandt - Director	\$ 4,700	-0-
George Aldridge - Associate Director	4,500	-0-
Three (3) Planners (FTE)	84,400	-0-
Graphic support	2,200	-0-
Clerical support	1,600	-0-
	-----	-----
	\$97,400	\$ -0-
OVERHEAD @ 33%	32,100	-0-
	-----	-----
	\$129,500	\$ -0-
	x 2 yrs.	x 2 yrs.
	-----	-----
	\$259,000	\$ -0-

*FUNDED SEPARATELY BY BBA

PROJECT EXPENSES

Office rent (1,200 s.f. @ \$12/s.f.)	\$14,400
Utilities	2,400
Janitorial	1,200
Furniture rental	4,800
Supplies	2,400
Printing/Copying	13,400
Telephone	1,800
Postage	8,000
Special Graphics	2,400

	\$50,800
	x 2 yrs.

	\$101,600

CONSULTANTS/CONTRACT SERVICES

1. Survey of General Population	\$50,000
2. Great Speakers Series	60,000
3. Design Charette	50,000
4. Facilitator for Synthesis & Negotiation	25,000
5. Economic Development Strategic Plan	100,000
6. Special Studies/Technical Assistance *	100,000

	\$385,000

* Includes: Technical Advice, Information Base Analysis, Background/Issue Papers, CEO Survey, Comparison Cities Survey, Economic Trends, Economic Forecasts, and Contingent Studies.

BUDGET SUMMARY (2 YEARS)

<u>PROJECT STAFF AND EXPENSES</u>	<u>IN-KIND</u>	<u>BUDGETED</u>
Central Atlanta Progress, Inc.	\$121,300	\$216,000
City of Atlanta, Bureau of Planning	\$259,000	-0-
	<u>-----</u>	<u>-----</u>
SUBTOTAL	\$380,300	\$216,000

PROJECT EXPENSES

	<u>-----</u>	<u>-----</u>
SUBTOTAL	-0-	\$101,600

CONSULTANTS/CONTRACT SERVICES

	<u>-----</u>	<u>-----</u>
SUBTOTAL	-0-	\$385,000

	<u>-----</u>	<u>-----</u>
	<u>-----</u>	<u>-----</u>
TOTAL	\$380,300	\$702,600

APPENDIX I

Minutes of Organizational Meetings

CENTRAL AREA STUDY MEETING MINUTES

2 November 1984

TO: CAP staff and Task Force members

FROM: Karen Burkhart and Tom Payton, CAP Urban Design Team

ATTENDING: David Sawicki, Tony Catanese, Joel Stone, Frank Carter, George Aldridge, Tom Weyandt, Harry West, Bob Gerber, Shirley Franklin, Dan Sweat, Larry Fonts, Tom Payton, Karen Burkhart

1. Dan Sweat opened the meeting with a commentary about the last Central Area Study (CAS) in the late 60s/ early 70s. He mentioned that many current projects evolved from this study.
2. Larry Fonts reviewed the proposed CAS process as a two-track system with "Strategic Business Goals" investigating economic issues and "Civic Goals" investigating topic areas of interest. The two tracks would come together at "conflict resolution" and the plans/programs would evolve. The details of the strategic process are attached.
3. Suggested improvements to project process and scope were discussed and are summarized:
 - The two tracks need to intermingle before "conflict resolution."
 - The scope of the study needs to be multi-jurisdictional.
 - A possible theme to the study might be the impact of technology/ information systems in the next 15-20 years (statewide strategy).
 - A recent C&S study concluded a 12% job growth in the southeast region and the Atlanta area.
 - Laws of supply and demand cannot be mapped geographically.
 - The study should take a nationwide approach in looking at Atlanta with respect to competing cities (education, government, quality of life, telecommunications).
 - The steering committee should break into separate task forces as part of an outreach program.
4. The definition of "central area" was a topic of discussion. It was decided that the study should first focus on global and regional issues, and narrowing after "conflict resolution" to specific areas (ie: CBD, Buckhead).
5. The time frame for the project is viewed as an 18-month process to begin in January 1985 and end in late 1986.
6. It was suggested that CAP and the Bureau of planning be in charge of the study to the point of "conflict resolution." The study is expected to cost \$600,000.
7. The next meeting was set for 6 November 1984 from 10-1 in the CAP War Room. The scope of the project will be discussed.

CENTRAL AREA STUDY MEETING MINUTES

6 November 1984

TO: CAP staff and Task Force members

FROM: Karen Burkhart, CAP Urban Design Team

ATTENDING: Tom Weyandt, George Aldridge, Joel Stone, Tony Catanese, Larry Fonts, Karen Burkhart

1. Sources of data to input at the beginning of the process were discussed:

- Small Area Forecasts - ARC (March 1985)
- Various corridor studies
- Neighborhood housing statistics
- 1980 Census Data
- 1980 ARC Employment Data (to be updated in 1985)
- Data on specific areas documented by the City (ie: Buckhead, West Side)
- Traffic data and forecasts documented by the City (TSM Program)
- MARTA traffic impact studies
- CIP Updates by the City for capital improvements; This could be used to track the time frame of project implementation.
- An "independent audit" of public fiscal resources by a task force was suggested.
- A recent City Housing Study
- State Department of Labor statistics
- Atlanta Economic Base Analysis
- Private sector studies

2. Communications to the public could be through:

- Commercial and public television (ie: speaker series)
- Atlanta Journal-Constitution (possibly run a series of articles on each issue)
- Neighborhood newspapers
- Radio
- Sample survey (ie: mailback)
- Public hearings were not recommended.

3. Timing the study is summarized on the sketch of the process. It was recommended to begin the process in March 1985. Some of the suggestions follow:

- March - September 1985: front end input, organizing players/actors.
- September 1985: form task force chairs
- October/November 1985: Evaluation Panel and Design Charette
- December - May 1986: "Conflict Resolution"/ synthesis of information
- June - September 1986: Specific area analysis from the point of prioritizing issues through Program and Management Plan.

4. Three committees were proposed in implementing the study:

- 1). A "Committee of 100" representing all aspects of the community to meet 2 or 3 times during the process.

2). An executive committee to meet once a month

3). A technical committee forming a low-visibility working body of professionals

5. In discussing the process the following suggestions were made:

-- "Facilitators" should be a single firm/ project manager of low visibility.

-- "Resident Panel" should be a quality control device of high visibility. They would add credibility to the project and provide data and a check-point.

-- We need an idea of "reality"; question: At which points do we "touch down?"

-- A time lag was mentioned in the beginning of the two track process with the Economic Task Force starting first while the Special Topics group organizes.

-- "Conflict Resolution" is seen as a dialogue on major topics/ issues with a forum or debate on each; this could be televised with "call in" votes for public participation.

-- It was suggested to change "Conflict Resolution" to "Synthesis of Issues."

-- Question: Do we concentrate on physical concepts rather than social (ie: education)?

-- A monitoring group was mentioned to oversee project implementation (ie: CAP in Central Area) after the study is complete.

CENTRAL AREA STUDY MEETING MINUTES
20 December 1984

TO: C.A.P. Staff and Task Force Members
FROM: Karen Burkhart, C.A.P. Urban Design Team

ATTENDING: George Aldridge, Tom Weyandt, Tony Catanese, Naomi Lynn, Bill Ross, Larry Fonts, Karen Burkhart

1. The Economic Task Force runs the risk of being perceived as "elitist" compared to the Special Topics Task Forces. The following was recommended:
 - Set up one committee with two subcommittees:
 1. Economic
 2. Planning
 - The mayor could head the committee
 - An interesting twist might be to put businessmen on the Planning Subcommittee and planners on the Economic Subcommittee
2. A two-tiered sampling group for surveys was suggested:
 1. Area from CBD to Buckhead -- include worker/ user sample rather than resident
 2. Metropolitan area -- possibly use newspaper for survey (ie: "Mail-in")
3. The academic community could support the Central Area Study in the following way:
 1. Georgia State University: research center with large data base available
 2. Georgia Tech:
 - Physical planning/ economic development expertise
 - Georgia Tech Research Institute: large economic model for industries
 - Matching resources: contribute time by professors and graduate students
4. It was suggested that the administration of the project could be done with a director and small staff.
 - It should be stressed that the administration will be for a set time (18 months).
 - Director: someone familiar with Atlanta
 - Staff: an assistant to the director and a secretary
 - Office: possibly get space donated by a non-profit organization ("neutral turf")
5. In-kind contributions should be included in the budget.
6. The first task of this organizational task force is to organize a policy board, to be potentially chaired by Mayor Andrew Young.
7. A person from the State of Georgia should be involved; possibly someone from the Department of Industry and Trade.

CENTRAL AREA STUDY MEETING MINUTES CONTINUED
20 December 1984

8. It would be useful to have a large group representing all "strada" involved in the process. Their role would be advisory to the Policy Board. Four meetings/ tasks for this group are scheduled as follows:

1. Announcement of study
2. Invitations to "Great Speaker Series"
3. Design Charette organization
4. Dinner

APPENDIX II

Related Studies and Activities

I. REPORTS

Interfunctional

Pre-1980

Urban Framework Plan (City)

Bedford Pine NDP Plan (City)

The Atlanta Central Area Study (City/CAP)

Heart of Atlanta Market Feasibility for the Revitalization of Underground (American City Corp.)

Existing and Future Conditions of the Atlanta CBD (R.J. Harmon & Assoc.)

Sweet Auburn Studies (various)

Post-1980

Decade of Decision (Research Atlanta)

Regional RDP Update Goals & Policies (ARC)

Regional Issues (ARC)

Atlanta Regional Area Development Profile (ARC)

Upper Downtown Atlanta Study (CAP)

MLK, Jr. Community Development & Revitalization (Nat'l Parks Service)

Atlanta International/Garnett Street Potentials (unpublished data)

Underground Atlanta (Rouse unpublished data)

Fairlie Poplar Plan (City/CAP)

Margaret Mitchell Plan (City/CAP)

Transportation

Pre-1980

Transit Core Area Development Plan (4 stations) (City)

Transit Station Area Development Studies: Central Area Circulation System (City)

Atlanta TSADS Stations: West End, M.L.K. Jr., Garnett, Civic Center, North Avenue, Arts Center, Piedmont/Lindbergh, Lenox (City)

Post-1980

RTP (update) Goals and Policies (ARC)

Traffic Forecasts (ARC)

TIMP On-Board Survey of Transit Patrons (ARC)

MARTA Residential Displacement and Relocations Activity (MARTA)

TIMP Arts Center Station Description & Development Activities (ARC)

TIMP TSADS Implementation Status Report (ARC)

TIMP MARTA's Residential Displacement and Relocation Program (ARC)

Environmental Impact Statements (various) (DOT/City/other)

Economic/City-Wide Policy

The Overall Financial Condition of the City of Atlanta: A Critical Analysis (1984) (City)

City-Wide Economic Study/Policy Design Corporation (1976)

Community and Economic Development Report (City)

Comprehensive Development Plan (s) (City)

Capital Improvement Program (s) (City)

Community Economic Development Strategy (City)

Needs Analysis (1984) (City)

Atlanta Region (Population, Employment, Housing) Forecasts & Small Area Forecasts (ARC)

Summaries of Major Employment Activity Centers (ARC)

Infrastructure Planning, Maintenance, Financing (ARC)

Urban Design

Pre-1980

Government Complex - Year 2000 Master Plan (State of GA)

Post-1980

Atlanta Historic Resources Workbook (A.U.D.C.)

Linear Park Report (City)

Government Walk Report (City)

Peachtree Walk (City)

II. GENERAL DOCUMENTS/FILES/MAPS

CALCOMP Mapping System (BOP)

PLANFILE (BOP)

Cadastrals (1:200 & 1:400 - BOP)

NPU Land Use Maps (BOP)

Zoning Records (BOP)

Building Permit Records (BOP)

Neighborhood Statistical Program Data (BOP)

**III. REPORTS/ACTIVITIES TO BE COMPLETED WITHIN BUREAU OF PLANNING'S
1985 WORK PLAN**

Urban Design

International Boulevard Streetscape

MLK Historic District HC Regulations

Baltimore Block

Ponce de Leon Streetscape Plan

Pedestrian Environment Urban Design Principles

Buckhead Urban Design & Streetscape Plan

Downtown & Peachtree Corridor Urban Design Plan

Housing & Human Services

Personal Care Reviews

Day Care Center Reviews

Health Systems Agency Reviews

Prostitution Task Force

Housing Small Area Study

Land Use

Identification of Major Land Use Issues

Update four Transit Area Land Use Plans

Parks/Recreation

Program Inventory

Transportation

MLK District

Transportation System Management (TSM) Opportunities

Identification

Goods Movement Study

Transportation Model Development

Interfunctional

Buckhead Program

Southeast Corridor Study

TSADS Updates

Garnett Street and West End Transit Area Development Opportunities

IV. MAJOR 1985 ARC WORK PROGRAM/ACTION ITEMS OF IMPORT TO THE CITY OF ATLANTA

Southeast Atlanta Sub-Area Transportation Study

North Atlanta Corridor Study Update

Areawide Capital Improvements Program

Water Supply Plan and Chattahoochee River Re-Regulation Dam

Water Pollution Control - R.M. Clayton Treatment Plant Other Treatment Plants

Regional Transportation Plan Policies, Networks Projects & Funding

Transportation Improvements Program Amendments

Population and Housing Estimates

I-420 Interstate Funding Transfer of Funds to Other Projects

Downtown Housing Mixed-Use Development Study

Major Development Reviews (inside & outside City)

Chattahoochee River Corridor Developments

MARTA - Operational Changes

System Changes (Rail & Bus)

Development Around Stations

Major Funding/Fare Changes

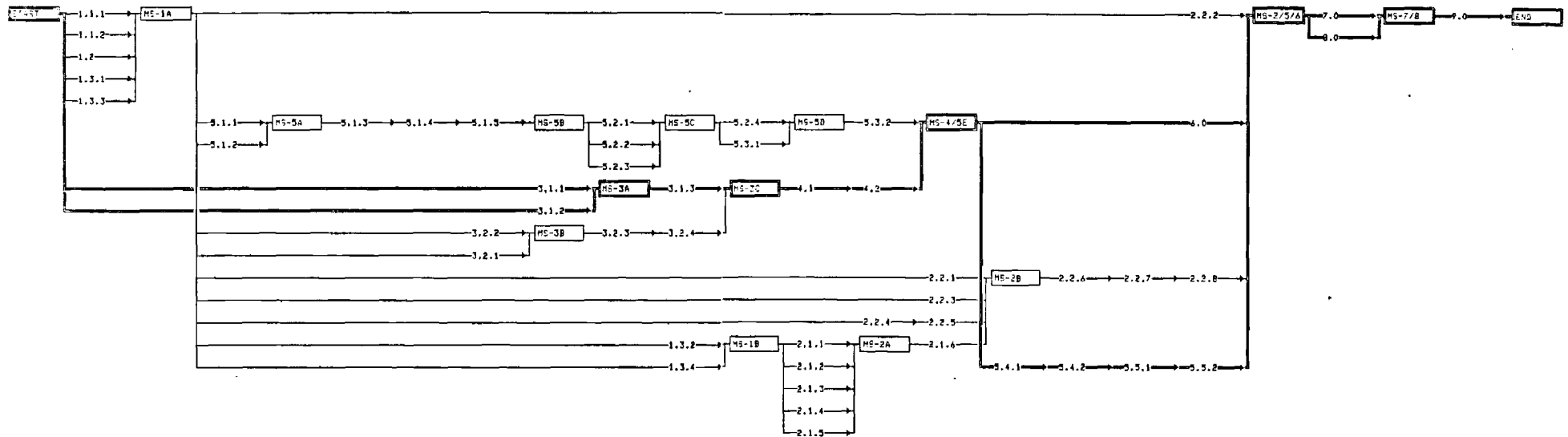
Special (ARC) Policy Studies

Community/Personal Care Projects/Plans

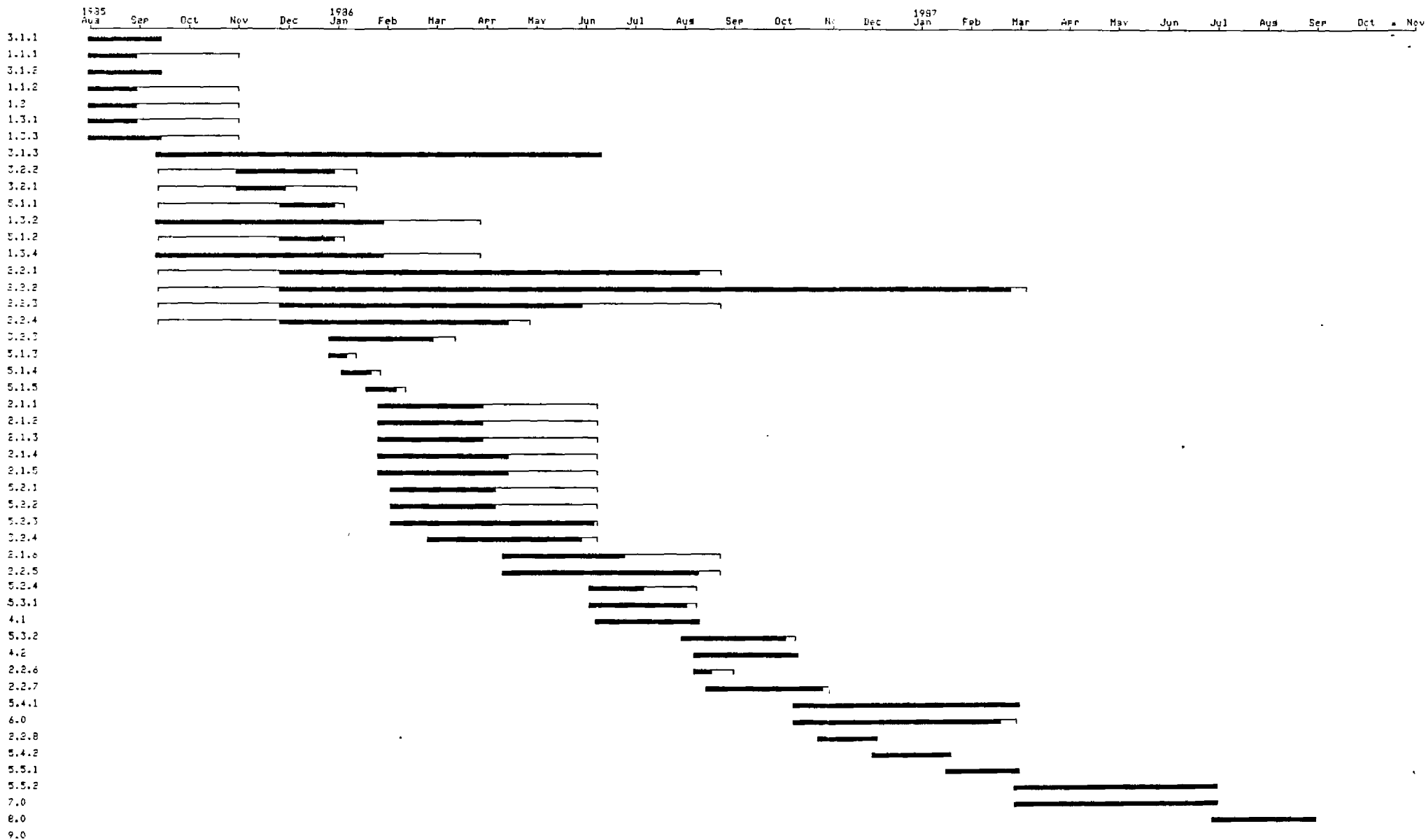
APPENDIX III

Critical Path Analysis

8/15/85 11:36A



ATLANTA CENTRAL AREA STUDY: CPM NETWORK
(Critical Path shown as double line)



CENTRAL AREA STUDY: SCHEDULING DIAGRAM

ATLANTA CENTRAL AREA STUDY
PROJECT DETAIL REPORT

NODE DATA: TASKS

Name	Responsible	Slack	Code	Early Start	Early Finish
	Subproject			Late Start	Late Finish
%	Scheduled:	Duration	Cost	Start	Finish
	Actual:	Duration	Cost	Start	Finish

1.1.1	M,TS	2.00 Mth E		8/ 1/85 9:00A	8/31/85 9:00A
				10/ 1/85 12:00P	10/31/85 12:00P
		1.00 Mth E	2700.00		
0			0.00		

Establish Policy Board

1.1.2	MS,T	2.00 Mth E		8/ 1/85 9:00A	8/31/85 9:00A
				10/ 1/85 12:00P	10/31/85 12:00P
		1.00 Mth E	2700.00		
0			0.00		

Finalize administration.

1.2		2.00 Mth E		8/ 1/85 9:00A	8/31/85 9:00A
				10/ 1/85 12:00P	10/31/85 12:00P
		1.00 Mth E	2700.00		
0			0.00		

Organize strategic planning team.

1.3.1	M,TS	2.00 Mth E		8/ 1/85 9:00A	8/31/85 9:00A
				10/ 1/85 12:00P	10/31/85 12:00P
		1.00 Mth E	2700.00		
0			0.00		

Identify participants in task forces and technical staffs.

1.3.2	M,TS	2.00 Mth E		9/15/85 9:00A	1/28/86 9:00A
				11/14/85 9:00A	3/29/86 9:00A
		4.50 Mth E	6800.00		
0			0.00		

Name	Responsible	Slack	Code	Early Start	Early Finish
	Subproject			Late Start	Late Finish
%	Scheduled:	Duration	Cost	Start	Finish
	Actual:	Duration	Cost	Start	Finish

1.3.3	M,TS	1.50 Mth E		8/ 1/85 9:00A	9/15/85 9:00A
				9/16/85 12:00P	10/31/85 12:00P
		1.50 Mth E	2700.00		
0			0.00		

Identify technical staff from the BOP, CAP, and other sources to provide background analysis, gather data, etc.

1.3.4	M,TS	2.00 Mth E		9/15/85 9:00A	1/28/86 9:00A
				11/14/85 9:00A	3/29/86 9:00A
		4.50 Mth E	6800.00		
0			0.00		

2.1.1	M,TS	2.50 Mth E		1/28/86 9:00A	3/29/86 9:00A
				4/13/86 9:00A	6/12/86 9:00A
		2.00 Mth E	5400.00		
0			0.00		

Select speakers for Great Speakers series.

2.1.2	M	2.50 Mth E		1/28/86 9:00A	3/29/86 9:00A
				4/13/86 9:00A	6/12/86 9:00A
		2.00 Mth E	5400.00		
0			0.00		

Schedule speakers.

2.1.3	M	2.50 Mth E		1/28/86 9:00A	3/29/86 9:00A
				4/13/86 9:00A	6/12/86 9:00A
		2.00 Mth E	5400.00		
0			0.00		

Arrange for speaking hall at university or civic center.

Name	Responsible	Slack	Code	Early Start	Early Finish
%	Scheduled:	Duration	Cost	Late Start	Late Finish
%	Actual:	Duration	Cost	Start	Finish

2.1.4	M	2.00 Mth E		1/28/86 9:00A	4/13/86 9:00A
				3/29/86 9:00A	6/12/86 9:00A
0		2.50 Mth E	8100.00		
			0.00		

Arrange for commercial and public television programming.

2.1.5	M,TS	2.00 Mth E		1/28/86 9:00A	4/13/86 9:00A
				3/29/86 9:00A	6/12/86 9:00A
0		2.50 Mth E	8100.00		
			0.00		

Arrange for media coverage by press and radio.

2.1.6	M,TS,CN	2.00 Mth E		4/13/86 9:00A	6/27/86 9:00A
				6/12/86 9:00A	8/26/86 9:00A
0		2.50 Mth E	70800.00		
			0.00		

Hold speaker engagements at university or civic center, co-sponsored by task force.

2.2.1	M	3.00 Mth E		9/15/85 9:00A	5/28/86 9:00A
				12/14/85 9:00A	8/26/86 9:00A
0		8.50 Mth E	12200.00	11/30/85 12:00P	8/12/86 12:00P
			0.00		

Organize newspaper participation.

2.2.2	M	3.00 Mth E		9/15/85 9:00A	12/ 9/86 9:00A
				12/14/85 9:00A	3/ 9/87 9:00A
0		15.00 Mth E	15000.00	11/30/85 12:00P	2/23/87 12:00P
			0.00		

Create a Speakers Bureau to provide link to schools, civic organizations, and business groups.

Name	Responsible Subproject	Slack	Code	Early Start	Early Finish
%	Scheduled: Actual:	Duration Duration	Cost Cost	Late Start Start Start	Late Finish Finish Finish

2.2.3	M,TS	5.50 Mth E		9/15/85 9:00A	3/14/86 9:00A
				2/27/86 9:00A	8/26/86 9:00A
0		6.00 Mth E	14900.00	11/30/85 12:00P	5/29/86 12:00P
			0.00		

Organize Great Speakers Series outreach.

2.2.4	M	3.00 Mth E		9/15/85 9:00A	1/28/86 9:00A
				12/14/85 9:00A	4/28/86 9:00A
0		4.50 Mth E	13500.00	11/30/85 12:00P	4/14/86 12:00P
			0.00		

Arrange for publication of supplement.

2.2.5	M,TS,CN	0.50 Mth E		4/14/86 12:00P	8/12/86 12:00P
				4/28/86 9:00A	8/26/86 9:00A
0		4.00 Mth E	17400.00		
			0.00		

Prepare supplement for publication.

2.2.6	M	0.50 Mth E		8/12/86 12:00P	8/20/86 12:00A
				8/26/86 9:00A	9/ 2/86 9:00P
0		0.25 Mth E	2700.00		
			0.00		

Publish supplement in the regional edition of the Sunday paper.

2.2.7	M,CN	0.50 Mth E		8/20/86 12:00A	10/26/86 12:00P
				9/ 2/86 9:00P	11/ 9/86 9:00A
0		2.25 Mth E	13300.00		
			0.00		

Analyze results of survey conducted in conjunction with the supplement.

Name	Responsible	Slack	Code	Early Start	Early Finish
	Subproject			Late Start	Late Finish
%	Scheduled:	Duration	Cost	Start	Finish
	Actual:	Duration	Cost	Start	Finish

2.2.8	M,TS	0.50 Mth E		10/26/86 12:00P	2/23/87 12:00P
		4.00 Mth E	10800.00	11/ 9/86 9:00A	3/ 9/87 9:00A
0			0.00		

Publish report of survey results for the CAS task forces and a newspaper follow-up.

3.1.1	M			8/ 1/85 9:00A	9/15/85 9:00A
		1.50 Mth E	2700.00	8/ 1/85 9:00A	9/15/85 9:00A
0			0.00		

Identify technical staff available in BOP to provide data and analytical support.

3.1.2	M			8/ 1/85 9:00A	9/15/85 9:00A
		1.50 Mth E	2700.00	8/ 1/85 9:00A	9/15/85 9:00A
0			0.00		

Assign and/or hire technical staff to support the work of the task forces.

3.1.3	M,TS,CN			9/15/85 9:00A	6/12/86 9:00A
		9.00 Mth E	130000.00	9/15/85 9:00A	6/12/86 9:00A
0			0.00		

Gather background data, analyze appropriate data, and present findings to task forces.

3.2.1		3.00 Mth E		9/15/85 9:00A	10/15/85 9:00A
		1.00 Mth E	2700.00	12/14/85 9:00A	1/13/86 9:00A
0			0.00	10/31/85 12:00P	11/30/85 12:00P

Hire research organization to conduct citizen survey.

Name	Responsible	Slack	Code	Early Start	Early Finish
%	Scheduled:	Duration	Cost	Late Start	Late Finish
%	Actual:	Duration	Cost	Start	Finish

3.2.2	CN	2.00 Mth E		9/15/85 9:00A	11/14/85 9:00A
				11/14/85 9:00A	1/13/86 9:00A
0		2.00 Mth E	14500.00	10/31/85 12:00P	12/30/85 12:00P
			0.00		

Design citizen survey.

3.2.3		0.50 Mth E		12/30/85 12:00P	2/28/86 12:00P
				1/13/86 9:00A	3/14/86 9:00A
0		2.00 Mth E	14500.00		
			0.00		

Conduct citizen survey.

3.2.4		0.50 Mth E		2/28/86 12:00P	5/29/86 12:00P
				3/14/86 9:00A	6/12/86 9:00A
0		3.00 Mth E	21000.00		
			0.00		

Analyze results of citizen survey.

4.1	M,TS			6/12/86 9:00A	8/11/86 9:00A
				6/12/86 9:00A	8/11/86 9:00A
0		2.00 Mth E	35000.00		
			0.00		

Develop goals. Each task force will define goals in as much detail as possible.

4.2	M,TS			8/11/86 9:00A	10/10/86 9:00A
				8/11/86 9:00A	10/10/86 9:00A
0		2.00 Mth E	35000.00		
			0.00		

The sets of alternative goals from each task force will be collected and analyzed by the technical staff, technical steering committee, and the policy board.

Name	Responsible Subproject	Slack	Code	Early Start Late Start	Early Finish Late Finish
%	Scheduled: Actual:	Duration	Cost Cost	Start Start	Finish Finish

5.1.1	M,TS	2.75 Mth E		9/15/85 9:00A	10/15/85 9:00A
				12/ 6/85 9:00P	1/ 5/86 9:00P
0		1.00 Mth E	5400.00	11/30/85 12:00P	12/30/85 12:00P
			0.00		

Outline of purpose for the strategic plan.

5.1.2	M,TS	2.75 Mth E		9/15/85 9:00A	10/15/85 9:00A
				12/ 6/85 9:00P	1/ 5/86 9:00P
0		1.00 Mth E	5400.00	11/30/85 12:00P	12/30/85 12:00P
			0.00		

Assemble a Resident Economic Panel of 10-15 distinguished economists.

5.1.3	M,TS	0.25 Mth E		12/30/85 12:00P	1/ 7/86 12:00A
				1/ 5/86 9:00P	1/13/86 9:00A
0		0.25 Mth E	2700.00		
			0.00		

Invite potential bidders to a preproposal conference. The overall project and strategic plan will be presented.

5.1.4	M,TS	0.25 Mth E		1/ 7/86 12:00A	1/22/86 12:00A
				1/13/86 9:00A	1/28/86 9:00A
0		0.50 Mth E	2700.00		
			0.00		

Revise scope of work and issue an RFP to conduct the strategic planning process.

5.1.5	M	0.25 Mth E		1/22/86 12:00A	2/ 6/86 12:00A
				1/28/86 9:00A	2/12/86 9:00A
0		0.50 Mth E	2700.00		
			0.00		

Hire consultant after evaluating responses to the RFP.

Name	Responsible Subproject	Slack	Code	Early Start Late Start	Early Finish Late Finish
%	Scheduled: Actual:	Duration Duration	Cost Cost	Start Start	Finish Finish

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5.2.1	M,TS,CN	2.25 Mth E		2/ 6/86 12:00A 4/13/86 9:00A	4/ 7/86 12:00A 6/12/86 9:00A
0		2.00 Mth E	12800.00 0.00		

Develop a survey instrument for a Chief Executive Officer Survey.

5.2.2	CN	2.25 Mth E		2/ 6/86 12:00A 4/13/86 9:00A	4/ 7/86 12:00A 6/12/86 9:00A
0		2.00 Mth E	10000.00 0.00		

Conduct a Comparative Cities study to ascertain Atlanta's attractiveness and potential for economic development in comparison with competing cities. The study will emphasize downtown Atlanta.

5.2.3	M,TS,CN	0.25 Mth E		2/ 6/86 12:00A 2/12/86 9:00A	6/ 6/86 12:00A 6/12/86 9:00A
0		4.00 Mth E	22000.00 0.00		

Conduct an analysis of economic trends of important to downtown development.

5.2.4	M,TS,CN	1.25 Mth E		6/ 6/86 12:00A 7/12/86 9:00A	7/ 6/86 12:00A 8/11/86 9:00A
0		1.00 Mth E	6400.00 0.00		

Summarize and evaluate regional and external forecasts of the Atlanta economy.

5.3.1	M,TS,CS	0.25 Mth E		6/ 6/86 12:00A 6/12/86 9:00A	8/ 5/86 12:00A 8/11/86 9:00A
0		2.00 Mth E	68000.00 0.00		

Strategic opportunities analysis.

Name	Responsible	Slack	Code	Early Start	Early Finish
	Subproject			Late Start	Late Finish
%	Scheduled:	Duration	Cost	Start	Finish
	Actual:	Duration	Cost	Start	Finish

5.3.2	M,TS,CS	0.25 Mth E		8/ 5/86 12:00A	10/ 4/86 12:00A
				8/11/86 9:00A	10/10/86 9:00A
		2.00 Mth E	30000.00		
0			0.00		

Refine the results of the strategic opportunities analysis.

5.4.1	CS			10/10/86 9:00A	11/ 9/86 9:00A
				10/10/86 9:00A	11/ 9/86 9:00A
		1.00 Mth E	10000.00		
0			0.00		

Using previous tasks, develop a set of alternative strategies for developing the Central Area.

5.4.2	CS			11/ 9/86 9:00A	12/ 9/86 9:00A
				11/ 9/86 9:00A	12/ 9/86 9:00A
		1.00 Mth E	10000.00		
0			0.00		

Evaluate the alternative strategies and develop a set of recommended development goals.

5.5.1	M,TS,CS			12/ 9/86 9:00A	1/23/87 9:00A
				12/ 9/86 9:00A	1/23/87 9:00A
		1.50 Mth E	37500.00		
0			0.00		

Draft a preliminary economic development plan.

5.5.2	M,TS,CS			1/23/87 9:00A	3/ 9/87 9:00A
				1/23/87 9:00A	3/ 9/87 9:00A
		1.50 Mth E	27500.00		
0			0.00		

Revise the draft economic development plan and present it to the Task Force and Panel.

Name	Responsible	Slack	Code	Early Start	Early Finish
	Subproject			Late Start	Late Finish
%	Scheduled:	Duration	Cost	Start	Finish
	Actual:	Duration	Cost	Start	Finish

6.0	M,TS,CN,FC			10/10/86 9:00A	3/ 9/87 9:00A
				10/10/86 9:00A	3/ 9/87 9:00A
		5.00 Mth E	65000.00		
0			0.00		

Synthesis of Issues.

7.0	M,TS,CN,DT			3/ 9/87 9:00A	7/ 7/87 9:00A
				3/ 9/87 9:00A	7/ 7/87 9:00A
		4.00 Mth E	90000.00		
0			0.00		

Urban Design Study.

8.0	M,TS			3/ 9/87 9:00A	7/ 7/87 9:00A
				3/ 9/87 9:00A	7/ 7/87 9:00A
		4.00 Mth E	45000.00		
0			0.00		

Year 2000 Central Area Plan is developed.

9.0	M,TS			7/ 7/87 9:00A	9/ 5/87 9:00A
				7/ 7/87 9:00A	9/ 5/87 9:00A
		2.00 Mth E	40000.00		
0			0.00		

Prepare summary support and begin implementation of the Central Area Plan.

NODE DATA: MILESTONES

Name	Responsible Subproject	Slack Duration	Code Cost	Early Start Late Start Start	Early Finish Late Finish Finish
%	Scheduled: Actual:	Duration	Cost	Start	Finish
=====					
START				8/ 1/85 9:00A	8/ 1/85 9:00A
Central Area Study begins.					

MS-1A		1.50 Mth E		9/15/85 9:00A	10/31/85 12:00P

MS-1B		2.00 Mth E		1/28/86 9:00A	3/29/86 9:00A

MS-2/5/6				3/ 9/87 9:00A	3/ 9/87 9:00A

MS-2A		2.00 Mth E		4/13/86 9:00A	6/12/86 9:00A

MS-2B		0.50 Mth E		8/12/86 12:00P	8/26/86 9:00A

MS-3A				9/15/85 9:00A	9/15/85 9:00A

Name	Responsible Subproject	Slack Duration	Code Cost	Early Start Late Start Start	Early Finish Late Finish Finish
%	Scheduled: Actual:	Duration	Cost	Start	Finish
MS-3B		0.50 Mth E		12/30/85 12:00P	1/13/86 9:00A
MS-3C				6/12/86 9:00A	6/12/86 9:00A
MS-4/5E				10/10/86 9:00A	10/10/86 9:00A
MS-5A		0.25 Mth E		12/30/85 12:00P	1/ 5/86 9:00P
MS-5B		0.25 Mth E		2/ 6/86 12:00A	2/12/86 9:00A
MS-5C		0.25 Mth E		6/ 6/86 12:00A	6/12/86 9:00A
MS-5D		0.25 Mth E		8/ 5/86 12:00A	8/11/86 9:00A
MS-7/B				7/ 7/87 9:00A	7/ 7/87 9:00A

Name	Responsible	Slack	Code	Early Start	Early Finish
	Subproject			Late Start	Late Finish
	Scheduled:	Duration	Cost	Start	Finish
%	Actual:	Duration	Cost	Start	Finish

END

9/ 5/87 9:00A

9/ 5/87 9:00A

NOTE: Details represented within this project report are based upon discussions with Central Area Progress staff held through mid-August, 1985. The dates shown here assume that the organizational work for the Atlanta Central Area Study was initiated on August 1, 1985.